the more shortcomings appear.

## 2 Q: COULD YOU PROVIDE A MORE SPECIFIC EXAMPLE?

To put this in a more concrete fashion, one could get the false impression from reading Ameritech's documentation that a variety of features and functions are supported by its OSS. However, once a CLEC begins to process transactions, serious shortcomings emerge. For example, Ameritech makes the broad statement that its ordering systems support "hunting" through EDI. (Hunting is the order in which incoming calls are distributed among the lines of a multi-line customer.) This statement is only partially true, however. In fact, Ameritech's automated ordering systems support only one of the many types of hunting, i.e., serial hunting. All other types of hunting, e.g. circular hunting, must be ordered via facsimile. Ameritech has provided no date as to when all types of hunting will be supported through its automated ordering systems.

Ameritech also claims that it supports the ordering of trunks through EDI.

MCI has been asking for over two months on how we could do this through EDI,
however, Ameritech has yet to provide any details on how that is to be done. The
slow response leads me to suspect that Ameritech is not actually very far along in
developing any kind of mechanized process for ordering trunks. And to make
matters worse, Ameritech has provided very little information to MCI with respect to
this issue. This lack of information will cause significant delay in MCI's ability to
develop its own side of this product. There are other examples where Ameritech has

overstated its readiness. MCI's tests of Ameritech's OSS systems in non-commercial trials (that is, tests without real "live" customers), reveal precisely what one would expect at this early stage of development: that Ameritech's systems are riddled with errors. They simply do not work as advertised. The Commission should not, therefore, rely on Ameritech's assurances and self-serving evaluation of its systems.

Q: IN REBUTTING AT&T'S TESTIMONY, MR. ROGERS SUGGESTS THAT
PROBLEMS EXPERIENCED BY CLECS ARE NOT DUE TO DESIGN FLAWS
ON AMERITECH'S SIDE OF THE INTERFACE, BUT ARE RATHER DUE TO
ERRORS BY THE CLECS. DO YOU AGREE?

A:

No. One of the most fundamental design flaws in Ameritech's system is its fragility, i.e., its intolerance for errors. Worse yet, Ameritech's systems are poorly designed and are unable to recognize errors on either side.

For example, through MCI's testing process for the resale ordering system, we have discovered that in some cases Ameritech notified us that a job was complete before the work was actually completed. As Ameritech has explained the design of its system to me, there are two major steps involved with a resale order: the "ordering piece" and the "drop to billing piece." As I understand the design of Ameritech's system, the ordering piece performs all of the work that needs to be done at the switch (if any). The billing piece changes the billing name of the account and makes the end-user account invisible to the retail side of Ameritech. Ameritech gives us a "complete" once the ordering piece is done, without waiting until the order has successfully navigated the change in Ameritech's billing systems.

As we found out with our testing, orders have errored out in the drop to billing procedure, after MCI was notified that the job was successfully completed. MCI was never made aware of the subsequent error at the billing change stage. Why does this concern me? In this situation, both companies think the customer belongs to them. The retail side of Ameritech has full visibility to the customer's account and has no idea that the customer now belongs to another carrier. The customer could potentially receive bills from both companies for the same period of time. This will create confusion on the part of the customer, increase customer service calls to MCI, and potentially damage MCI's name in the marketplace. To me, this signals a significant design flaw in Ameritech's system if an error that is not detected until further down in the process can cause a customer to be billed by multiple carriers.

Ameritech's systems are also deficient in their ability to detect and respond to any problems. During our technical trial, one MCI order took 3 weeks to fully make it through Ameritech's system, and worse, Ameritech had no idea that the order had errored out until informed of this fact by MCI. Similarly, one of our employee test orders, which Ameritech had given a February 20 completion date, has yet to be properly completed, at least as of March 28. Again, MCI had to inform Ameritech that the order had not even successfully made it through Ameritech's system, let alone that the February 20 completion date had not been met.

In considering the key question of commercial readiness, the Commission

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6 7 8 9	Q:	THE ILEC SHOULD IMPLEMENT INTERFACES WHICH CONFORM TO NATIONAL STANDARDS (Rogers Rebuttal at pp. 5-6). HAS AMERITECH MET THIS COMMITMENT IN PRACTICE?
10	A:	No. For example, the pre-ordering interface being put into place by Ameritech

utilizes what is known as EDI via EAP. Since November 1996, the Electronic

Communications Implementation Committee (ECIC) has been evaluating interim

alternatives to Electronic Bonding for Pre-Ordering. This was a result of the long
time frames (1-2 years) to develop Electronic Bonding solutions. On March 7,

15 1997, the ECIC presented its findings from the voting members regarding the five
alternatives that were submitted for interim pre-ordering standards:

17		Technology	Description	Votes	
18		EDI via TCP/IP	GTE Proposal		25
19		CORBA	New Object Oriented Technology		14
20	•	EC-Lite	AT&T Proprietary Technology		13
21		EDI via EAP	GE Information Systems Solution		7
22		EIF	Nynex Proprietary Format		5

As you can see, EDI via TCP/IP was adopted as the ECIC endorsed interim transport technology for Pre-Order. It had greater than a 2:1 margin of support over any other technology and can be implemented at both low cost and such that it is nearly interactive (about 5-10 second response time). The Ameritech proposed technology was EDI via EAP that is being developed by GE Information Systems, and was outvoted by more than 3:1.

Despite the overwhelming rejection of the GEIS system by the rest of the industry, Ameritech continues to adhere to it. Moreover, I am informed that Ameritech does not consider its GEIS EAP pre-ordering system to be an interim solution, but intends to use it in the long term, notwithstanding the fact that electronic bonding is a far superior system (albeit slower to develop). If I am mistaken on Ameritech's plan — and I hope that I am — I trust that Ameritech will provide clarification on this point.

- 14 O: DOES THIS CONCLUDE YOUR TESTIMONY?
- 15 A: This concludes my testimony at this time.

1 BEFORE THE PUBLIC UTILITIES COMMISSION
2 IN AND FOR THE STATE OF CALIFORNIA
3 000
4 MCI TELECOMMUNICATIONS CORPORATION, Complainant, 5 vs. NO. 96-12-026 PACIFIC BELL AND PACIFIC BELL COMMUNICATIONS, 6 Defendants. 7
8 AT&T COMMUNICATIONS OF CALIFORNIA, INC. Complainant, 9 vs. NO. 96-12-044 PACIFIC BELL, 10 Defendant.
11//
12
13
14 DEPOSITION OF CARYN D. MOIR
15 March 13, 1997
16
17 REPORTED BY: 18 SANDRA L. CARRANZA, CSR NO. 7062, RPR
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22
23
24
25 0002 1 INDEX

2 DEPOSITION OF CARYN D. MOIR

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0004
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          BE IT REMEMBERED THAT, pursuant to
2 Notice of Taking Deposition and on Thursday, March 13,
3 1997, commencing at the hour of 10:00 a.m., before me,
4 SANDRA L, CARRANZA, CSR NO. 7062, RPR, there personally
5 appeared
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7	CARYN D. MOIR,
8	
9	called as a witness by the Complainants, who, having been
10	first duly swom, was examined and testified as
11	hereinafter set forth.
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18	* <b>}</b> *
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21	-
22	
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24	
25 00 1	05 CARYN D. MOIR
2	having been duly sworn, testified as follows:
3	
4	EXAMINATION BY MR. ETTINGER
5	MR. ETTINGER: Q. Good morning. Why don't you
	state your name for the record and spell it for the court
	reporter, and also give your business address.

A. My name is Caryn Moir, spelled C-a-r-y-n, last

- 9 name, M as in Mary, o-i-r, Moir. My business address is
- 10 370 Third Street, Room 401, here in San Francisco, 94107.
- 11 Q. Good morning, Ms. Moir. My name is William
- 12 Ettinger. I represent AT&T, the complainant in Docket
- 13 9612044. I will let the other attorneys introduce
- 14 themselves.
- 15 MR. McDONALD: Thomas McDonald, 1 represent MCI
- 16 in the companion case.
- 17 MR. KOLTO-WININGER: Ed Kolto-Wininger,
- 18 representing the witness, Caryn Moir, and Pacific Bell.
- 19 MR. ETTINGER: Thank you.
- 20 Q. Ms. Moir, before we begin, have you ever had
- 21 your deposition taken before?
- 22 A. No.
- 23 Q. Have you ever testified in a court have you
- 24 ever testified in a court or commission case?
- 25 A. No.

- 1 Q. Just so that you are familiar with what's going
- 2 on here, your testimony today is under oath, and it's
- 3 going to be taken down by the court reporter. And you
- 4 have to answer all the questions verbally, so that the
- 5 court reporter can take them down.
- 6 A. Yes.
- 7 Q. Okay. Would you tell us what your present
- 8 position is with Pacific Bell.
- 9 A. I am a director on the AT&T account team.
- 10 MR. ETTINGER: Excuse me one second.

- 11 (Discussion off the record.)
- 12 MR. ETTINGER: Just for the record, Evelyn Lee
- 13 of MCI, attorney, has joined us.
- 14 Q. Your position is a director for the AT&T market?
- 15 A. I am a director on the AT&T account team.
- 16 Q. And how long have you held that position?
- 17 A. Since March 16th, 1996.
- 18 Q. Maybe you could identify some individuals at
- 19 Pacific Bell for me and what their positions are, in
- 20 relation to your position in relation to what, I
- 21 believe, is called the industry markets group.
- 22 Are you familiar with an individual by the name
- 23 of Janette Corby, C-o-r-b-y?
- 24 A. Janette Corby is my boss. She is the vice
- 25 president of the AT&T account team. 0007
- 1 Q. And an individual named Jerold Sinn, S-i-n-n?
- 2 A. Also vice president in industry market, and he
- 3 is Janette's peer.
- 4 Q. And what is his function, to the extent you know
- 5 it?
- 6 A. He is, where wer are responsible for customer
- 7 interface management, he is responsible for operational
- 8 issues, such as our business offices.
- 9 Q. How about Ms. Elizabeth Fetter, F-e-t-t-e-r?
- 10 A. Janette and Jerry's boss. She is the president
- 11 of industry markets group.
- 12 Q. And Mr. John Stankey?

- 13 A. John Stankey also works for Liz. He is vice
- 14 president. He is responsible for the LISC.
- 15 Q. Now, has Mr. Stankey -- when did he assume that
- 16 responsibility for the LISC?
- 17 A. January 16th, 1997.
- 18 Q. And prior to that time, was that Mr. Sinn's
- 19 responsibility?
- 20 A. Yes.
- 21 Q. When did Mr. Sinn first get that responsibility,
- 22 to your knowledge, if you know? And you can estimate
- 23 this. I am not looking for a precise date.
- 24 A. Jerry has been in to be very clear, Jerry has
- 25 been in his title for quite some time. He assumed the 0008
- 1 responsibilities for the development of the LISC, at the
- 2 time that we began developing local service resale. So I
- 3 don't know when the first negotiations began, but it would
- 4 have been at that time.
- 5 Q. So pretty much from the beginning, it was under
- 6 Mr. Sinn's responsibility until January of this year?
- 7 A. To my knowledge, yes.
- 8 Q. When Mr. Stankey took over that responsibility?
- 9 A. Yes.
- 10 Q. Is it fair to say that some of Mr. Mr. Sinn
- 11 is still a vice president in the industry markets group?
- 12 A. Yes.
- 13 Q. So, basically, his responsibilities were sort of
- 14 split up, and Mr. Stankey took some of them, and some of

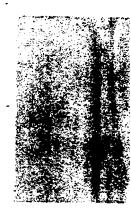
- 15 them Mr. Stankey kept. Is that a fair characterization?
- 16 A. Jerry's responsibilities were split, yes, to
- 17 provide more focus on a very critical part of our
- 18 organization.
- 19 Q. Finally, do you know an individual named or
- 20 do you know who an individual, Thomas O. Moulton,
- 21 M-o-u-l-t-o-n, is?
- 22 A. Yes. He is an employee of Telesis. He is an
- 23 employee of government relations.
- 24 Q. He is located in Washington, DC?
- 25 A. He has two offices, one is here in San Francisco 0009
- 1 and one is in Washington.
- Q. I want to turn your attention to your job as the
- 3 director of the AT&T account industry markets.
- 4 Does that have to do with all services that AT&T
- 5 purchases from Pacific, or just resale of local service?
- 6 A. My job is I am responsible for development of
- 7 service for AT&T in the access resale, to some extent,
- 8 exchange markets. I am not responsible for the unbundled
- 9 network elements or facilities-based activity.
- 10 Q. So your responsibility is basically the main
- 11 products that you would sell to AT&T would be access for
- 12 completion of long distance calls and local service for
- 13 purposes of resale?
- 14 A. Yes.
- 15 Q. And in doing that, who are your major clients at
- 16 AT&T that you interface with?

- 17 A. I interface with primarily Mary Ann Collier and
- 18 her organization, Gary Rall, Carl Hunt and Lois Hedg-peth
- 19 organization, Steve Huels. Bob Ulrich has also been a
- 20 customer contact, although I don't deal with him on a
- 21 regular basis at this time.
- 22 Q. That is for both access and -
- 23 A. Yes.
- 24 Q. resale of local service?
- 25 A. Yes.

- 1 Q. I want to focus now on resale, AT&T's attempts
- 2 to buy local service from Pacific and your functions in
- 3 being the contact person for that.
- When did you start working on let me back up
- 5 a minute.
- 6 Presumably, you were working on your job in
- 7 selling access services to AT&T even before local service
- 8 became available for resale: is that correct?
- 9 A. That's close. I started on March 16th, 1996.
- 10 Obviously -- for example, the Federal Telecom Act had
- 11 already been signed into effect, so from the day I started
- 12 into this job, I had had a component of resale as a focus
- 13 item.
- 14 Q. So, basically, resale of local service was an
- 15 issue, or a subject of your relationship with AT&T, from
- 16 the beginning of your job?
- 17 A. Yes.
- 18 Q. And what aspects of resale of local service did

- 19 you focus on, or are you responsible for all aspects?
- 20 A. My priority, first of all, is to ensure AT&T's
- 21 success. That is my business objective in the local
- 22 market. To that end, I have, over time, been responsible
- 23 for both the development of products, and that includes
- 24 tariffing and policy, and service issues on behalf of
- 25 AT&T. And I say that over time because there has been a 0011
- 1 change in structure as this is going on.
- 2 Q. I understand that, and in answering the
- 3 question if I ask you a broad question that is not
- 4 pinned down to a certain time period, and the answer is
- 5 different for different time periods, I'd appreciate it if
- 6 you try to make that clear.
- 7 I think we all recognize that the situation has
- 8 changed over time, and the answer might be different,
- 9 depending on what time period you are talking about.
- 10 A. Yes.
- 11 Q. You're familiar with the acronym, LISC, at
- 12 Pacific that Pacific uses?
- 13 A. Yes.
- 14 Q. Maybe you could tell us what that is.
- 15 A. Local Interconnection Service Center.
- 16 Q. We will refer to that as the LISC; is that fair?
- 17 A. Yes.
- 18 Q. And there's also an acronym, NDM. Is that the
- 19 Network Data Mover?
- 20 A. Yes.

- 21 Q. Finally, the acronym, FOC, and that stands for
- 22 Firm Order Commitment?
- 23 A. Yes.
- 24 Q. Now, at some point in the discussions between
- 25 AT&T and Pacific about resale of local service, Pacific 0012
- 1 Bell agreed to a four-hour interval for furthering AT&T
- 2 with Firm Order Commitments, correct?
- 3 A. Yes.
- 4 Q. Do you remember when that was?
- A. I don't have a personal recollection of it. I
- 6 know of when it was given. June, apparently, of 1996. I
- 7 was just as a note, I was on maternity leave.
- 8 Q. So in June of '96, to the best of your
- 9 knowledge, Pacific agreed with AT&T to provide Firm Order
- 10 Commitments within four hours?
- 11 A. Yes.
- 12 Q. And maybe you could tell us what a Firm Order
- 13 Commitment is.
- 14 A. Historically, it is used in the access arena to
- 15 acknowledge an order, one, and to provide a date, so that
- 16 you will know when to expect completion of the order. In
- 17 certain product lines, it is very important to understand
- 18 that there are facilities available for completion, and it
- 19 gives us the opportunity to verify that, so that you can
- 20 communicate with your customers that the order will
- 21 complete on such and such a date.
- 22 In the resale environment, it has a slightly



- 23 different tone. Facilities are typically not an issue,
- 24 especially in the migration situation, so the idea is to
- 25 acknowledge your order, so that you can then communicate 0013
- 1 that to your customer.
- 2 Q. And you understand the importance to a company
- 3 like AT&T, as a provider of local service, of receiving
- 4 Firm Order Commitments?
- 5 A. Yes.
- 6 Q. They, in turn, are necessary, in order for the
- 7 AT&T employees to get back to the ultimate customer some
- 8 confirmations that their order will be handled within the
- 9 appropriate time, to give the time that that will occur?
- 10 THE WITNESS: Can I ask him a question?
- 11 MR. KOLTO-WININGER: Do you want him to clarify?
- 12 THE WITNESS: I need a process question for you.
- 13 I don't know how this normally works, so I don't --
- 14 MR. ETTINGER: Would you like to go off the
- 15 record for a second before you answer a question?
- 16 THE WITNESS: Yes.
- 17 MR. KOLTO-WININGER: Sure. Let's go off the
- 18 record.
- 19 (Discussion off the record.)
- 20 MR. ETTINGER: Q. Can you answer the question?
- 21 A. I can't answer the question. I don't
- 22 necessarily agree.
- 23 My perception and my understanding of the FOC
- 24 process is that it is critical in an access arena, and it

- 25 is less critical in the resale arena. It is a process 0014
- 1 that we are used to and very comfortable with, and that
- 2 there are other ways of achieving the same goal. What I
- 3 do agree with is that you need to communicate with your
- 4 customer with confidence.
- 5 Q. When you say your customer, are you talking
- 6 about AT&T as the customer of Pacific Bell, or the
- 7 ultimate customer of AT&T?
- 8 A. The end user customer.
- 9 Q. I am going to show you a document --
- 10 Maybe we can have this marked as deposition
- 11 Exhibit 1, or something. I don't know how you want to do
- 12 this.
- 13 MR. KOLTO-WININGER: Let's go off the record for
- 14 a second.
- 15 (Discussion off the record.)
- 16 (Whereupon, Exhibit No. 3 was marked
- 17 for identification.)
- 18 MR. ETTINGER: Q. You have before you the
- 19 document?
- 20 A. Yes.
- 21 Q. Why don't you take a second and familiarize
- 22 yourself with it.
- 23 A. Okay.
- 24 Q. That is a letter dated October 22nd, 1996, and
- 25 purports to be from you to Robert Ulrich of AT&T; is that 0015
- 1 correct?

- 2 A. Yes.
- 3 Q. Is that indeed your signature?
- 4 A. Yes.
- 5 Q. And you recollect writing this letter?
- 6 A. Yes.
- 7 Q. Did I say the date? It was October 22nd, 1996.
- 8 At that time, this letter indicates that Pacific
- 9 had previously made a commitment to have Firm Order
- 10 Commitments within four hours but was not meeting that
- 11 commitment, correct?
- 12 A. Correct.
- 13 Q. And in fact, you state you were performing far
- 14 outside this range, and you estimate your current
- 15 performance is 48 to 72 hours?
- 16 A. Yes.
- 17 Q. And you state in that letter that one of the
- 18 reasons for that was the fully manual process in the LISC.
- 19 Do you see that?
- 20 A. Yes.
- 21 Q. What did you mean by that?
- 22 A. It means that our orders are not systemized,
- 23 that we were not, from our form of reference, used to
- 24 being heavily systemized. We did not have the system
- 25 support, meaning that the orders do not flow through.
- 1 There's quite a bit of typing, frankly, that needs to be
- 2 done.
- 3 Q. And also, it says some issues with the NDM fee.



- 4 What were those issues, do you remember?
- 5 A. Yes, I do remember. The NDM feed is a two-way
- 6 communication between AT&T and ourselves, and we were both
- 7 experiencing problems in consistency and accuracy.
- 8 Q. Now, the NDM feed is designed to supplant the
- 9 fully manual processes; correct?
- 10 A. No. The NDM feed is strictly a front door
- 11 between the two of us. Once it enters Pacific Bell, it is
- 12 typed.
- 13 Q. So let me understand this. AT&T transmits the
- 14 information to Pacific Bell via NDM electronically,
- 15 correct?
- 16 A. Yes.
- 17 Q. But when it reaches Pacific Bell or rather
- 18 than going directly in electronic format into Pacific
- 19 Bell's system, it doesn't do that. It has to be
- 20 re-entered manually. Is that what you're saying?
- 21 A. Yes. And at that time, I'd like to make a note
- 22 that I am not a systems expert. First of all, my job is
- 23 typically not in the details, but at that time, we were
- 24 experiencing problems. And the NDM feed, as I recollect,
- 25 was going to a printer for orders to be printed, and we 0017
- 1 re-entered them in the appropriate systems within Pacific.
- 2 Q. That's what you meant by fully manual processes?
- 3 A. Yes.
- 4 Q. Do you know if that's changed now, as of today?
- 5 A. I believe it has. You would need to speak with



- 6 John Stankey. That is his area of responsibility.
- 7 Q. Now, later on in that same paragraph, same first
- 8 paragraph, you indicate you're concerned about this, and
- 9 you are working with managers in the LISC. Which managers
- 10 did you have in mind there?
- 11 A. Ann Long.
- 12 Q. And Ann Long is the director of the LISC?
- 13 A. No. She is not the director. At that time, she
- 14 was not the director of the LISC. She was a second level
- 15 manager that I was told to work directly with by her boss.
- 16 Q. And who is that?
- 17 A. Jeff Phelps.
- 18 Q. Before we went over who the individuals were,
- 19 did they report up to Jerry Sinn eventually?
- 20 A. Jeff Phelps reports to Jerry Sinn.
- 21 Q. And you also indicate you were working with your
- 22 systems organization. Who would that be?
- 23 A. Greg Torretta.
- 24 Q. And he does or does not report to Jerry Sinn?
- 25 A. He does not.

- 1 Q. Is he in a completely separate organization from
- 2 the industry markets group?
- 3 A. At that time, he was not.
- 4 Q. He was not?
- 5 A. He was not. He was in industry markets.
- 6 Q. Who is his vice president?
- 7 A. Joan Brown.

- 8 Q. I take it, from that statement, that he
- 9 presently is in a different organization?
- 10 A. There has been an organizational shift recently,
- 11 yes.
- 12 Q. Can you tell me where he presently is, if you
- 13 know?
- 14 A. Joan Brown, his vice president, who used to
- 15 report to Liz Fetter, now reports to Diana Whitehead.
- 16 Q. Who is Diana Whitehead?
- 17 A. She is responsible, I believe, for all systems
- 18 activity, and that is where my knowledge fails me. 1
- 19 don't know who she reports to currently, off the top of my
- 20 head.
- 21 Q. Maybe we should make a data request for a
- 22 Pacific Bell organization chart, but -
- 23 I want to go on. In your letter, toward the end
- 24 of that first paragraph, you indicate some of the problems
- 25 you have identified, and you list four of them, and I want 0019
- 1 to ask you about each one.
- 2 First one says, "Universal staffing in the
- 3 LISC." Would you explain what you mean by that?
- 4 A. Universal staffing, to my understanding, is a
- 5 practice that we use when we require flexibility in
- 6 managing order types, order flow, so you will have one
- 7 person who knows how to do all things. It's great when
- 8 you have a broad variety of order types and no particular
- 9 concentration of anyone or for any one customer. And

- 10 universal staffing was used in the early development of
- 11 the LISC to manage an unpredictable, extremely volatile
- 12 order flow.
- 13 Q. Has Pacific changed the practice of universal
- 14 staffing and gone to some other staffing practice?
- 15 A. I believe that we have focused our employees in
- 16 the LISC more. To what extent, I don't know.
- 17 Q. Is there a term for that? Do you refer to it as
- 18 focused staffing or specialized staffing, or some term
- 19 that term of art that's used?
- 20 A. I don't know of any one particular. Universal
- 21 service rep is a standard term in the business. I don't
- 22 know of any one particular, but you may hear a reference
- 23 in terms of dedicated. I would caution you to be careful
- 24 as to what they were dedicated to. Are they order
- 25 writers, is it a customer, et cetera.
- 0020

Q. I guess I was going to get to that.

- 2 So a dedicated staff, it could either be
- 3 dedicated to a certain type of task -
- 4 A. Uhm-hum.
- 5 Q. -- or it could be dedicated to a particular
- 6 large customer?
- 7 A. Yes, or any other form of dedication where you
- 8 have a large concentration, where you can gain efficiency
- 9 by having someone do something over and over again.
- 10 Q. At that time, I take it, nobody in the staff at
- 11 the LISC was dedicated either to tasks or to customers?

- 12 A. To my knowledge, no.
- 13 Q. And the second problem you list is, "Inadequate
- 14 staffing in the LISC." Could you explain what you meant
- 15 by that?
- 16 A. Not having enough people to work the volumes of
- 17 orders currently received.
- 18 Q. Do you know what the staffing was at the time?
- 19 A. No.
- 20 Q. Did you have an opinion as to how far from being
- 21 adequate the staffing was?
- 22 A. Was I able to quantify that?
- 23 Q. Either an estimate of, you're very close or a
- 24 long way away.
- 25 A. We weren't either in that spectrum. I am sorry 0021
- 1 to be so general, but I don't have a sense of how many
- 2 people, primarily because the volumes kept shifting. When
- 3 you were dealing with a continually evolving volume, it
- 4 was difficult to say at any one point in time that it's
- 5 going to take us this much to get anywhere.
- Q. The next problem before you, that you mentioned,
- 7 is, "Fully manual order processing." We already discussed
- 8 that a little bit. Is that basically a repetition of the
- 9 point you made earlier in the letter?
- 10 A. Yes, yes.
- 11 MR. KOLTO-WININGER: You will know where he is
- 12 going a lot of times, but just so the record is clear and
- 13 he has an idea of what was said, you will need to let him